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UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131-0400

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SECURITY ASSISTANCE/DEFENSE COOPERATION

Administration of Office of Defense Cooperation (ODC) Offices

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1. **Summary.** To furnish guidance and outline procedures to be followed in the conduct of ODC internal operations and administration.
 2. **Applicability.** This directive is applicable to all ODCs in the USEUCOM Area of Responsibility (AOR).
 3. **Internal Control Systems.** This directive contains internal control provisions and is subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.
 4. **Suggested Improvements.** The proponent for this directive is the Plans, Training, and Inspections Branch, International Division, Logistics and Security Assistance Directorate. Suggested improvements should be forwarded to HQ USEUCOM/ECJ4-ID, Unit 30400, APO AE 09131-0400.
 5. **References.** See Appendix A.
 6. **Explanation of Terms.** The term ODC applies to all military elements, regardless of actual title, assigned responsibilities for carrying out USEUCOM security assistance management and Defense Cooperation in Armaments (DCA) functions. Within the USEUCOM's AOR, the following titles will be used: Office of Defense Cooperation (ODC), Security Assistance Office (SAO), Defense Cooperation in Armaments Office (DCAO – Israel only), or Office of Military Cooperation (OMC - Lebanon only). For the purpose of this directive, the generic term ODC will be used to identify all the above offices.
 7. **ODC Organization.**
 - a. Each ODC will be organized in accordance with recommendations of the ODC Chief in coordination with HQ USEUCOM (ECJ4) and as approved by proper authority (as described in USEUCOM Staff Memorandum (SM) 51-1, Manpower Control).
 - b. ODC will be charted to the level of the lowest organizational element and will be documented by a joint manpower program showing job title, MOS/Billet Code/AFSC,

authorized grade, and service for each position. Functional charts will state briefly the responsibilities of the Office of the Chief and organizational elements through branch level. Proposed changes in organization will be sent to HQ USEUCOM ECJ4-ID for review, approval, and subsequent referral to HQ USEUCOM ECJ1-PM in accordance with SM 51-1.

c. The U.S. Defense Representative (USDR) is the representative of the Secretary of Defense (SECDEF) and USEUCOM for the coordination of administrative and security matters for all Department of Defense (DoD) noncombatant command elements in the foreign country in which the USDR is assigned. The USDR is the Chief of the Diplomatic Mission's (COM) single point of contact for these purposes and is designated to assist the COM in carrying out responsibilities under Public Law 99-399. USDR duties are described in USEUCOM Directive (ED) 56-9, Procedures for the U.S. Defense Representative (USDR). ODC Chiefs will not normally be designated USDR when a Defense Attaché Office (DAO) is present.

d. Manpower Authorizations.

(1) HQ USEUCOM is responsible to the Joint Chiefs of Staff (JCS) for making recommendations concerning manpower requirements of ODCs. SM 51-1 provides instructions for requesting changes to manpower authorizations. Copies of manpower change recommendations will not be furnished to external agencies without the approval of ECJ4.

(2) ODC Chiefs will reply through ECJ4-ID, with information copies to ECJ1-PM on all correspondence received directly from Military Departments relating to ODC manpower requirements.

8. **Specific Responsibilities.**

a. USCINCEUR responsibility for the administration of Security Cooperation Team (SCT) personnel is accomplished through the country ODC. The level of support provided to team members under a Foreign Military Sales (FMS) case will not exceed that authorized for other in-country DoD personnel of equivalent grade who are funded by U. S. appropriations.

b. The ODC has responsibility for oversight of SCT personnel and activities. The ODC will ensure that the quality of support provided to all in-country ODC personnel is both fair and equitable.

9. **ODC Personnel and Administration.**

a. Joint Table of Distribution (JTD). ODC Chiefs are responsible for ensuring that organizational manpower is consistent with established policy, including Section 515 of the Foreign Assistance Act, and adequate to support mission requirements. Additionally, ODC manpower will be reviewed yearly to ensure appropriate funding criteria are followed with respect to both the Security Assistance and non-Security Assistance missions. Security Assistance and non-Security Assistance manpower are funded from different accounts.

Detailed procedures for ODC manpower management and the Joint Table of Distribution (JTD) process are contained in SM 51-1. Under normal conditions, 24 to 30 months will elapse between the submission of a JTD request and the on-station arrival of an individual to fill the approved position. Overseas staffing of elements with U.S. diplomatic missions abroad shall conform to National Security Decision Directive (NSDD) 38. NSDD 38 directs that all agencies with staffs operating under the authority of Chiefs of Mission will ensure that, in coordination with the Department of State, the Chiefs of Missions' approval is sought on any proposed changes in the size, composition, or mandate of such staff elements.

b. Military Personnel Actions.

(1) Military personnel from all branches of the Service are assigned to ODCs. ODC Chiefs must be aware that Personnel Performance Report Standards (PPRSs) vary from Service to Service. ODC Chiefs will not apply their individual Service standards to members of another Service. ODC Chiefs will need to be familiar with the following: AR 623-105, AR 623-205, BUPERS INST 1610.10, MCO P1610.7E, AFI 36-2402 and AFI 36-2403. ECJ4 will remind ODCs on individual Service reporting requirements 60 days in advance of the reporting period close out date. The ODC Chief shall ensure that each individual Service PPRS is maintained and that military personnel evaluation reports (with required support forms) are submitted to ECJ4-ID Support Branch no later than 30 days prior to the close out of the report. The report shall be in draft form ready for review by the rating chain with comments for headquarters raters if required. The reports shall be in electronic form using either the Navy NAVFIT98A program, the USMC PES 3.0 program, or form Flow for USA and USAF reports. All draft reports with the J4 Director in the rating chain shall be accompanied with the ECJ4-ID "Memo for the Director". In addition, the ODC Chief shall provide the date and type of board the individual is scheduled to meet during the next evaluation period, if any.

(2) Rater Counseling/Performance Feedback Procedures. All ODC personnel will receive initial counseling sessions from their immediate supervisors within 30 days of arrival. Specific documentation and recurring counseling procedures will be in accordance with specific service regulations of the personnel receiving the counseling.

(3) Requests for tour extensions. Requests for tour extensions will not be made until the individual has been in his or her position for more than ten months. Extension requests will be submitted one year in advance of scheduled DEROS. This does not apply to one-year tour areas, which will be handled on an individual case-by-case basis. All requests, regardless of tour length, will be coordinated through ECJ4-ID, ECJ4-MS, ECJ4, and ECJ1.

(4) ODC manpower reporting. An accurate portrayal of ODC manpower requirements, coupled with timely submission of all requests for manpower replacement, will ensure the smooth rotation of personnel. The JTD is the source document for manpower requisitions and particular attention should be paid to mandatory training prerequisites; e.g., language training, DISAM, antiterrorism training, and security clearances. A change in ODC mission or focus of an organizational billet will require a technical change to the JTD.

(5) ODC nominative positions. Nominative positions in the ODC require close attention because they are widely misunderstood, particularly by COMs. Selection and training requirements for ODC personnel are outlined in Department of Defense Directive (DoDD) 2055.3, Manning of Security Assistance Organizations and the Selection and Training of Security Assistance Personnel. Replacement of military personnel is managed through the normal Service assignment process; however, the individual Service headquarters must coordinate with the ODCs, ECJ4 and the Defense Security Cooperation Agency to ensure replacement personnel meet the requirements of the position.

(6) End of Tour Reporting. ODC Chiefs are required to provide an end of tour report to the International Division Chief upon their departure. This report shall include current problem issues, program improvement ideas, and future challenges. The intent of the report is meant to be simple in nature and may be in email format.

c. Support of Technical Assistance Field Teams (TAFT) and Extended Training Service Specialist (ETSS) personnel.

(1) The personnel service records of Technical Assistance Field Teams (TAFT) and Extended Training Service Specialist (ETSS) personnel will be maintained by their respective Service support organizations.

(a) U.S. Air Force (USAF) personnel: HQ USAFE Mission Support Squadron (MSS) located at Patch Barracks, Stuttgart Vaihingen, Germany, APO AE 09131. Telephone: DSN 430-5544; commercial (49) 711-680-5544. Email: dpm@usafemss.eucom.mil.

(b) U.S. Army (USA) personnel: 510th Personnel Services Battalion (PSB) located at Panzer Kaserne, Stuttgart Vaihingen, Germany, APO AE 09046. Telephone: DSN 431-2798; Fax: DSN 431 2315 (commercial (49) 7031-15xxx).

(c) U.S. Navy (USN)/U.S. Marine Corps (USMC): Determined by the Navy Military Personnel Command with the location annotated on the individual's travel orders.

(2) Regardless of branch of Service, Mobile Training Team (MTT) and Technical Assistance Team (TAT) personnel records will be maintained by their parent unit and Service personnel center.

(3) Military personnel pay records. Military pay records for USA TAFT/ETSS personnel are maintained by the Commander, 208th FB, APO AE 09279. (Telephone: DSN 430-8309; commercial (49) 711-680-8309.) USAF military pay records are maintained by the HQ USAFE MSS (finance and accounting office), Patch Barracks, Stuttgart-Vaihingen, Germany, APO AE 09131. (Telephone: DSN 430-8340; Email: fmf@usafemss.eucom.mil.) For Navy/USMC members, pay record location is determined by the Navy Military Personnel Command location annotated on the individual travel orders. Regardless of branch of

Service, finance records for MTT/TAT members are maintained at their parent organization accounting and finance office.

d. Support of Civilian Personnel.

(1) Management of the U.S. Civilian Personnel Program (CPP). CPP management is performed by DoD/Army or Air Force Civilian Personnel Advisory Center (CPAC). ODCs located near a servicing CPAC are usually authorized to use that organization. Remote locations are serviced by the CPAC located in Stuttgart, Germany (Telephone: DSN 421-2665 (commercial (49) 711-729-2665); Email: eucomtm@cpocea.army.mil). ODC Chiefs are not authorized to hire personnel without advance CPAC approval. Payment is not authorized for any work performed prior to CPAC approval of the hiring action.

(2) Security clearance approval for U.S. civilian employees. Authority to grant security clearances for U.S. civilian employees rests with the HQ USEUCOM Security Office. Contact ECJ4-MS at DSN 430-5414 (Fax: DSN 430-7363, commercial (49) 711-680-xxxx) for assistance.

(3) Local National (LN) Employment. ODCs employ LNs as authorized by the current JTD. Hiring actions are accomplished by local U.S. Embassy personnel offices. Although ED 30-6, Administration of Civilian Employees in the USEUCOM AOR, is the source directive, U.S.-host country agreements can play a major role in the hiring/termination process.

(4) Security clearance approval for Local Nationals (LNs). LNs may be granted Limited Access Authorization under ED 25-6, Policy and Procedures for the Administration of Limited Access Authorization (LAA), in order to fill special skill requirements (such as interpreter). Limited access authorization does not permit access to classified material.

(5) Civilian performance appraisals. Civilian reports are as important as military officer/enlisted reports. (See ED 30-30, Civilian Performance Management and Awards.) Supervisors and employees will jointly develop performance standards within 30 days of employee entry on duty or from start of rating period. These standards must clearly indicate both management and employee expectations. IAW ED 30-30 the Director of ECJ4 is the approval authority for performance awards/quality step increases for civil service employees (part III of DA Form 7222 or 7223). The rating cycle for each category, in accordance with ED 30-30, is as follows:

GS-01 to GS-05 employees from 01 May to 30 April.

GS-06 to GS-08 employees from 01 February to 31 Jan.

GS-09 through GS-12 employees from 01 Nov to 31 October.

GS-13 and above employees from 01 July to 30 June.

(Note: rating periods for other categories of employees may vary depending on the servicing CPAC. ODC Chiefs are required to consult the servicing CPAC for specific management details.)

(6) Recognition of outstanding civilian employee performance. To recognize and encourage exemplary performance, supervisors may grant incentive awards to their civilian employees. These awards vary in type and cash amounts. The servicing CPAC, ED 30-30 and AR 672-20 provide further information.

e. Medical Support Services.

(1) Arranging medical support. The post medical officer usually provides or arranges medical support such as aeromedical evacuation, medical material, or crisis response medical teams. The USEUCOM office of the Command Surgeon (ECJ4-MR) can assist in these activities. ECJ4-MR can be contacted at DSN 430-7459 (commercial (49) 711-680-7459) or by email at ecj4.pg@eucom.mil.

(2) Medical claims processing. In those locales where U.S. military medical facilities are not readily available, medical support is generally provided through TRICARE-Europe. In order to facilitate claims processing, provisions have been made for filing claims by message. All ODCs have been provided detailed instructions on the TRICARE-Europe procedures. ECJ4-MR can be contacted at DSN 430-7459 (commercial (49) 711-680-7459) to assist in reaching appropriate assistance if direct avenues to TRICARE prove unsuccessful.

(3) Outpatient medical appointments. Outpatient appointments for the Landstuhl/Ramstein military hospital/clinic area in Europe are best made through the Referral Coordination Service (RCS), Landstuhl Regional Medical Center at DSN 486-8933; commercial (49) 6371-86-8933, and/or DSN FAX 486-8903. Medical appointments for General Officers, Distinguished Visitors, Embassy DAO/Attache officers, Air and Naval Attaches and staff, and Ambassadors can be made by contacting the Medical Special Operations, Aerospace Medicine Squadron, Ramstein Medical Group at DSN 479-2330; commercial (49) 6371-46-2330 (DSN FAX 479-2327). To obtain medical care beyond the Ramstein/Landstuhl area contact the appropriate TRICARE Service Center at the nearest Military Medical Treatment Facility. Appointments should be scheduled 30 days in advance. Emergency requests will be handled as quickly as possible.

(4) Funded travel for routine medical services.

(a) The following agencies can provide fund cites for funded medical travel for service members and their families on Invitational Travel Orders:

- i. Army: US Army Europe Regional Medical Command, MCEU-PAD. DSN 486-8114/7275, FAX DSN 486-8655 (commercial (49) 6371-86-xxxx).
- ii. Navy/Marines: US Navy Field Support Activity. DSN 325-1523, FAX DSN 325-1541 (commercial (01) 202-685-xxxx).

iii. Air Force: Contact area MTF.

(b) The Theater Patient Movement Requirements Center (TPMRC)-Europe, Ramstein AB, GE is available to assist with the movement of patients to and from medical appointments. This assistance is available from standard AE mission locations and for urgent and priority patient movement. The TPMRC can be reached at DSN 480-2235/2264 (DSN FAX 480-2345/8045), commercial (49) 6371-47-xxxx, or by email at tpmrceurope@ramstein.af.mil. Reference ED 67-2 Patient Movement System for further guidance.

(5) Dependents on medical travel. Normally, dependents are not authorized per diem while on medical travel but may claim actual expenses up to the per diem level. The only exception is a dependent that is designated on orders as a nonmedical attendant. In all cases, reimbursement is in accordance with the JFTR, Chapter 5, Part C, paragraph U5240.

f. Awards and Decorations.

(1) U.S. Awards and Decorations. Military personnel assigned to an ODC are eligible for either joint (if assigned to an authorized joint billet) or service (if not assigned to a joint billet) awards. Joint awards approved at HQ USEUCOM are the Defense Meritorious Service Medal, the Joint Service Commendation Medal, and the Joint Service Achievement Medal. Recommendations for the Joint Service Commendation Medal and Joint Service Achievement Medal must be at ECJ1 15 days (ECJ4-ID Support Branch 30 days) in advance of the desired presentation date. Recommendations for the Defense Meritorious Service Medal must be at ECJ1 60 days (ECJ4-ID Support Branch 80 days) prior to the desired presentation date. Awards approved at the Office of the Secretary of Defense level include the Defense Distinguished Service Medal and the Defense Superior Service Medal. Recommendations for these awards must be at ECJ1 120 days (ECJ4-ID Support Branch 140 days) prior to the desired presentation date; 90 (110) days for retirement. Joint awards are generally not authorized for TAFT/MTT's; however, service awards may be recommended. All service awards must be submitted 90 days in advance. See ED 30-15, Military Awards and Decorations, for appropriate formats and submission procedures.

(2) Superior achievement by SAT personnel. Specific policy and procedures for providing appropriate recognition for superior service or achievement by SAT personnel is also contained in ED 30-15.

(3) Foreign Gifts and Awards. ODC personnel shall neither request nor encourage awards or gifts from a foreign government. Furthermore, absent specific statutory or regulatory authorization, personnel shall not accept financial payment, compensation, or other monetary benefits from a foreign government.

(a) Foreign Gifts. DoD Directive 1005.13, Gifts from Foreign Governments, governs the acceptance and retention of gifts from foreign governments. Whenever possible, individuals should politely refuse gifts of any type or nature; gifts should be accepted only if the refusal would cause embarrassment to the U. S. government or the presenting government.

At present, the maximum value of a gift that an employee may retain is \$285.00. Gifts exceeding this maximum value are the property of the U. S. Government and should be deposited with the employing DoD Component for disposition in accordance with DoD Directive 1005.13. Gift disposition should be coordinated with the ECJ4 and HQ USEUCOM Judge Advocate (ECJA).

(b) Foreign Decorations and Awards. DoD Manual 1348.33M, Manual of Military Decorations and Awards, states that whenever possible, without giving offense, DoD personnel should refuse to accept foreign decorations. When it is in the interest to maintain friendly relations and avoid insult, decorations may be accepted and subsequently worn provided prior approval is obtained from the member's Military Department. Without this approval, any awards presented will become the property of the USG.

g. Emergency Assistance.

(1) Emergency Leave Travel. Leave is authorized for the service member and dependents under Joint Travel Regulation (JTR), Vol. 1, Chapters 5 and 7. Depending on the nature of the emergency, the ODC Chief can grant appropriate authorization to dependents and service members. Round trip airfare will be funded out of the ODC TDY budget and then reimbursed from the EUCOM Comptroller. The ODC will not budget for emergency leave. Airfare will be from the closest in-country, international airport to the closest international airport in the U.S, including Alaska, Hawaii, Puerto Rico, the Virgin Islands or other possessions of the U.S. Cost of transportation authorized or approved will not exceed the cost of government procured air. The ODC Chief should coordinate with ECJ4-ID before committing funds for emergency leave travel.

(2) Emergency Financial Assistance. Financial assistance is available for financial needs such as advance payment of medical services, emergency travel, or other unexpected contingencies. The ODC Chief verifies the legitimacy of the financial need with a message request for assistance to DSCA-Plans with info copies to the appropriate service relief organization, HQ USEUCOM, and the Military Department of the service member. The Service relief organization normally will notify the ODC Chief that funds will be transmitted through the Department of State to the local embassy budget and finance office. If the money is not available within 48 hours of receipt of the approval message, notify DSCA. Repayment of loans will be by allotment.

h. DoD Combined Federal Campaign and Service Assistance/Relief Fund Drives. ODC Chiefs are required to conduct the annual DoD Combined Federal Campaign drive each fall. Additionally, ODC members are encouraged to contribute to their respective Service Assistance/Relief Fund drives, since ODCs have regularly benefited from the activities of these organizations.

i. Dependent Education.

(1) Command sponsored dependent education. Command sponsored school age family members have the right to tuition-free education through the Department of Defense Dependents Schools (DoDDS). DoDDS transportation and zoning criteria should be considered carefully before selecting economy housing to ensure easy access to a DoDDS bus route. When DoDDS is not available, non-DoD schools are used. DoD Directive 1342.13, Eligibility Requirements for Education of Minor Dependents in Overseas Areas and DoDEA Regulation DS 2035.1, Use of Non-DoD Schools, provide guidance. The DoDDS-Europe Web page at <<http://www.dodds-e.odedodea.edu>> also provides policy updates concerning enrollment and eligibility. Contact ECJ1 (DoDDS Liaison Office) at DSN 430-5336 (commercial (49) 711-680-5336) or via email at schools@ntmail.eucom.mil for assistance.

(2) Funded Dependent Travel. JTR Vol. 1 authorizes one funded round trip annually for command sponsored student family members of military personnel stationed overseas. Sufficient lead-time should be allowed to get orders to the student's location. ECJ1-PO (Telephone: DSN 430-7209; Fax DSN 430-5607 (commercial (49) 711-680-xxxx)) can provide further details on Service specific requirements.

j. Dependents in Country. The presence of non-command sponsored family members in host nations, other than for limited visits, is strongly discouraged. The presence of family members in countries designated as Hostile Fire Areas or Combat Exclusion Areas is not appropriate and may place them at great risk. In other countries, ODC members, PCS or TDY, will report spouse and/or minor dependents visiting in country in advance of their arrival to their J4-ID International Program Manager. Members planning visits in excess of 30 days should seek additional guidance from ECJ4-ID. Family members will not participate in official or representational functions, unless specifically invited by the host.

10. ODC Budget and Fiscal Operation.

a. ODC Budget Submission. The ODC will submit the annual operating budget to HQ EUCOM in the May to June time frame of the calendar year. HQ USEUCOM will review the budget and subsequently forward it to DSCA for final approval. Budget submissions capture all costs associated with the operation of the ODC. Specifically excluded are FMS related costs, which are charged directly to an FMS case (e.g., TDY travel solely in support of case). Funding requirements should be based on realistic estimates of the minimum amount needed to accomplish the mission. Careful management of all ODC funds is important.

b. ODC Operating Funds. The primary sources of operating funds for ODCs are Foreign Military Sales (FMS) administrative surcharge (2.5 per cent) funds and appropriated funds. ODC operating funds are subject to the same fiscal controls and regulations pertaining to all DoD funded appropriations.

c. Operation and Maintenance, Army (OMA) Operating Funds. ODCs may budget for and receive OMA funds for OMA billet mission requirements. Authorized uses of such funds are contained in Defense Finance and Accounting Service (Indianapolis Center) Regulation 37-1, Finance and Accounting Policy Implementation.

d. Operating Budget Responsibilities. Budgets and financial management are the means by which we obtain funds to finance operations within DoD guidelines. Thus, ODC Chiefs and managers must be actively involved in the ODC operating budget. ED 50-2, Administration and Control of Financial Resources, provides information on budget responsibilities. Contact ECJ4-MS at DSN 430-5282 (Fax DSN 430-5640) or commercial (49) 711-680-5282 for assistance.

e. International Cooperative Administrative Support Services (ICASS). Charges associated with ODC participation in the State Department's cost-sharing ICASS agreement are not included in the ODC direct funded operating budget. Instead, these charges are billed directly to DSCA. However, ICASS costs are included with indirect costs, which make up the total budget that HQ USEUCOM must manage. Therefore, the pro rata charges associated with the ICASS agreement must be scrutinized to ensure payment is made only for support and services actually received. Charges for Embassy support of TAFTs or MTTS, which are legitimate, must be charged to individual FMS cases.

f. Management of Petty Cash Funds. Petty cash accounts should not be maintained unless necessary for the smooth operation of the ODC, as they have a very high potential for abuse. When reviewing petty cash fund records, attention should be paid to the following indicators of irregular expenditures: purchases described as miscellaneous, expenditures to support VIPs, payments made without proof of purchase in voucher file, and expenditures which are of a personal nature.

g. Management of Representation Funds. Administration and control of Official Representation Funds must be in accordance with DoD Directive 7250.13 and ED 50-12. SA representation funds are provided for use by the ODC to further U.S. policy objectives and to maintain the standing and prestige of the U.S. government by extending official courtesies to dignitaries and officials of the U.S. and host country. When social activities are planned and organized, in honor of a senior U.S. official's visit, contact the office of the visitor since funds are frequently available from this source to offset costs associated with the social function. These VIPs are aware of the strain their visits place on local representational accounts and will ordinarily assist with reasonable costs. The USEUCOM Comptroller (ECCM) will provide specific guidance when it becomes available.

h. Irregular Procurement Practices. Only duly appointed contracting officers have authority to execute contracts on behalf of the U.S. Government for the purchases of goods, services, and equipment. Contracting support is normally available to the ODC through the Embassy's contracting office. There are no duly authorized contracting officers in the ODC; therefore, ODCs will not enter into contractual agreements (oral or written) with vendors. Moreover, because DoD funds are directly cited in contracts negotiated by the Embassy contracting officer, the purpose and use of funds must comply with DoD regulations and Federal Acquisition Regulation (FAR) procedures.

i. Civilian Chauffeur Uniforms. Each civilian employee required by regulation or agency policy to wear a prescribed uniform in the performance of official chauffeuring duties, who is not furnished a uniform, is entitled to be furnished a uniform or paid a uniform allowance, not to exceed \$300.00 U.S. dollars per fiscal year. A uniform is defined by Comptroller General Decision B-251189 (dated 8 April 93) as "distinctive or characteristic clothing." (Items such as business suits, overcoats and gloves are articles of personal equipment that, in the absence of specific authority of law, cannot be furnished at the expense of the U.S. Government) The amount of allowance to be paid, or the cost of the uniform furnished, must be within the maximum legal limit of \$300.00 per year for each employee. Replacement allowances in subsequent years will be paid as required but not in excess of \$300.00 U.S. dollars per fiscal year. The allowance for the first year shall be paid in advance, starting with the date the employee is required to wear the uniform, in order to help defray the initial cost of the uniform. Subsequent annual allowances help defray the cost of replacement of the uniform. Replacement costs are based on initial cost prorated over the estimated life of the article, rather than an amount necessary to defray replacement cost within any specific year.

j. Furnishing of Quarters.

(1) Furniture/major appliance support for personnel quarters is available to military personnel when the JFTR does not allow a full household goods shipment. Availability of individual items may vary.

(2) Furnishing of Officer Quarters. The procurement of table linens and small kitchen equipment for officer quarters is not authorized. With the exception of special command positions (as identified in DoD Directive 1100.12, Authority for Establishing Special Command Positions), DoD funds cannot be used to replace or supply table linen, dishes, glassware, silver and/or kitchen utensils for use in the residence/quarters of officers. See 10 U.S.C. 2387.

k. Procurement of Commercial Printing Services. The expense of personalized calling cards and invitations must be borne by the individual service member. Non-personalized calling cards and invitations (i.e., material without personal name imprints) can be purchased with ODC operating funds.

l. ODC Housing Leasing/Rentals.

(1) There are two types of housing for ODC personnel: private rental or U.S. Government lease (as defined by AR 1-75). Normally, ODC Chiefs obtain leased housing through the Embassy housing pool. Additional ODC personnel obtain housing via U.S. government lease or private rental agreements, which are reimbursed using existing quarters allowance, Station Housing Allowance (SHA), or Overseas Housing Allowance (OHA).

(2) Any dwelling considered for lease must be inspected by the Embassy Regional Security Officer (RSO) to ensure it meets, or can be readily modified to meet, security standards. Although no dollar limit has been established to modify dwellings to meet security

standards, common sense and good fiscal management will prevail. In certain cases, usually involving a high threat, the U.S. Government may fund security enhancements to privately leased quarters through the Move-In Housing Allowance/Security described in Joint Federal Travel Regulations (JFTR) Volume 1.

(3) Advance payment of overseas housing allowance and basic allowance for quarters. The JFTR, paragraph U9116 and supporting individual service regulations provide the means to obtain a cash advance to pay security deposits, advance rent, and other initial expenses incident to occupying other than government housing. Such advance payments will normally be paid back over the ensuing 12-month period or, with permission, spread over the entire tour length. Repayment of advances paid as security deposits exceeding \$1000 may be postponed until the housing is vacated.

m. CINC Initiative Fund (CIF). The primary focus of the CIF is to support unforeseen contingency requirements critical to CINC joint warfighting readiness and national security interests, providing the CINC a means to react to unexpected contingencies and opportunities. CJCS Instruction 7401.01A, CINC Initiatives Fund, describes this funding source, its limitations, and application procedures. The USEUCOM Comptroller (ECCM) is the USEUCOM proponent for this program.

11. **Logistics Support.** Policy and procedures for logistics support of ODCs are contained in DoD Regulation 4515.13-R, Air Transportation Eligibility; AR 1-75/OPNAVINST 4900.31G/AFR 400-45, Administrative and Logistical Support of Overseas Security Assistance Organizations; and USEUCOM Directive 64-2, Management of Non-tactical Vehicles.

a. Accountability of Government Property. The ODC Chief is responsible for the accountability of ODC property and will ensure that property management is maintained in accordance with Department of the Army Regulations (AR 710-2 and DA Pam 710-2-1). ODCs are required to maintain a property book using the Automated Property Accounting System (APAS). If property is lost or damaged a Report of Survey in accordance with AR 735-5 will be immediately initiated and forwarded to ECJ4-ID (Telephone: DSN 430-8289; Fax DSN 430-8670 (commercial (49) 711-680-xxxx)) for action.

b. Authorization to maintain Government Property. All non-expendable property for the ODC will be authorized by CTA 50-909, the Joint Table of Allowances (JTA) or AR 840-10. In accordance with AR 1-75, a revised JTA will be submitted every two years or in lieu of a fourth change. Contact the ECJ4 property manager for guidance and examples. JTA changes or revisions will be submitted directly to ECJ4-ID for processing. Copiers must first be approved IAW SM 5-14, ADP equipment, by ECJ4-ID. ECJ4-ID can be contacted at DSN 430-8289 (Fax DSN 430-8670) or commercial (49) 711-680-8289.

c. Enhanced Morale, Welfare and Recreational (MWR) support. All equipment and services that are provided as a part of the enhanced Morale, Welfare and Recreational (MWR) program will be approved as described in Section 25 of this directive.

d. Mortuary Support Services. Mortuary support is provided at government expense to ODC personnel by either the U.S. Embassy or DoD. If services are provided by DoD, ED 66-1, Mortuary Affairs, applies. For assistance contact ECJ4-LSO at DSN 430-5807 (Fax DSN 430-5090) or commercial (49) 711-680-5807.

e. Vehicular Support. ODC vehicle authorizations are based on the JTA and are governed by DoD 4500.36-R, Management, Acquisition and Use of Motor Vehicles and AR 58-1, same title. ODC Chiefs are responsible for the proper procurement, administration and operation of official vehicles in accordance with ED 64-2, Management of Nontactical Vehicles (NTV). Official vehicles will be used for official business. The ODC Chief will publish a local Vehicle Standard Operating Procedure. If a vehicle is involved in an accident, a report will be provided to ECJ4-ID in accordance with ED 64-2.

f. Nontactical Armored Vehicles. Because of a combination of factors, Nontactical Armored Vehicle (NTAV) support may be required to enhance the protection of certain designated individuals. If NTAVs apply, the governing directives are DoD C-4500.51 and USCINCEUR AT/FP OpOrd 01-01, Nontactical armored vehicle program. Please see these directives for procurement and assignment.

12. **Welfare and Administrative Support of ODC.** Welfare and administrative support not furnished by the Department of State or host country will be made available in accordance with AR 1-75/OPNAVINST 4900.31G/AFR 400-45. Contact ECJ4-MS at DSN 430-5282 (Fax DSN 430-5640) or commercial (49) 711-680-5282 for waiver procedures if required.

13. **Internal Administration of the ODC.** ODCs will use U.S. Army regulations for guidance in establishing overall internal administration of the ODC. Established internal ODC administrative procedures must not conflict with applicable HQ USEUCOM directives. Contact ECJ4- Support Branch at DSN 430-5852 (Fax DSN 430-5969) or commercial (49) 711-680-5852 for waiver procedures if required.

14. **Legal Services.**

a. Foreign Criminal Jurisdiction. ED 45-3, Foreign Criminal Jurisdiction over U.S. Personnel, provides policy related to the exercise of criminal jurisdiction over U.S. personnel by a foreign government. In each country, a Designated Commanding Officer (DCO) is responsible to carry out the responsibilities of the Foreign Criminal Jurisdiction directives. ED 45-3 will be used to determine who has been appointed as DCO for each country within the USEUCOM AOR. In some countries, the U.S. Defense Attaché serves as the DCO.

b. Disciplinary Jurisdiction over ODC Personnel. ED 45-4, Administration of Military Justice, prescribes policy and procedures for the administration of military justice in EUCOM. ODC Chiefs will ensure that military personnel within their organizations suspected of misconduct are referred to the accused member's service element commander as specified in ED 45-4 for appropriate disciplinary action (i.e., non-judicial punishment and courts-martial).

c. **Commanders Authorized to Convene Courts-Martial.** ED 45-4 lists Commanders authorized to convene courts-martial or to impose non-judicial punishment to U.S. forces assigned to ODC duty. Additionally, ODC Chiefs are required to seek legal advice if a question exists on Standards of Conduct. Direct communications concerning any legal matter is authorized between ODC Chiefs or Service element commanders within ODC and the HQ USEUCOM Judge Advocate (ECJA).

d. **Claims For or Against the U.S. Government.** Procedures for ODC organizations to process claims for or against the U.S. Government are outlined in ED 45-6, Claims Procedures for Security Assistance Organizations (SAOs). For assistance contact ECJA at DSN 430-7354 (Fax DSN 430-5732) or commercial (49) 711-680-7354.

e. **Standards of ODC Personal Conduct.** DoD 5500.7-R, Joint Ethics Regulation, provides comprehensive guidance with respect to standards of conduct. ODC personnel will review and adhere to this directive. Violations of established rules and regulations constitute a serious violation of trust and infractions will result in appropriate disciplinary action. Contact ECJA at the numbers above for assistance.

f. **Negotiation of International Agreements.** ED 5-13, International Agreements - Authority and Responsibilities, provides guidance concerning negotiation, conclusion, and reporting of international agreements. ODC personnel will comply with the provisions of this directive prior to entering negotiations with foreign representatives or making commitments, written or oral, on behalf of the U.S. Government. For assistance contact ECJA-ML at DSN 430-8544 (Fax DSN 430-7408) or commercial (49) 711-680-8544.

15. **Physical Training Standards for Military Personnel.** The individual Services require military members to actively participate in physical training and individual testing programs. The ODC Chief will ensure that Service specific physical training standards are maintained and that Service specific physical testing results are accurately reflected on the respective individual's official personnel evaluation report. Assignment to ODC duty does not relieve military members from meeting Service specific physical readiness standards.

16. **Maintenance of Official ODC Publications.** The ODC Chief is responsible for ensuring all pertinent publications are available to the ODC in either hard or softcopy. Over 200 EUCOM, DoD, and Army publications have application to ODC operations, and these publications are reflected in the ECIG ODC Inspector's Guide. ODCs are not required to maintain paper copies of these publications as such a large library would require significant effort to keep updated. Because most publications are available on the Internet, ODC Chiefs are encouraged to ensure all ODC personnel are familiar with how to use the Internet to read and download publications.

17. **ODC Security Operations.**

a. ODC Chiefs are required to establish security programs in accordance with:

- DoD Regulation 5200.1R, Information Security Program
- DoD Regulation 5200.8R, Physical Security Program
- ED 25-1, HQ USEUCOM Security SOP
- ED 25-6, Policy and Procedures for the Administration of Limited Access

Authorization (LAA)

- ED 55-9, Operations Security
- SM 100-3, Internet Access and Use of Government Information Systems and

Software

- USEUCOM Pamphlet 25-2, Security Awareness U. S. European Command Personal Protection Pamphlet

b. Security Threats. Security threats are acts or conditions that may result in the compromise of information, loss of life, or destruction or theft of government property. Personnel at all levels are required to ensure that security measures are properly integrated into all aspects of ODC daily operations.

c. Information Security. ODC Chiefs will implement an Information Security Program (ISP), including any necessary COMSEC control measures, upon posting. The ISP shall include procedures for management of both hard copy material and information systems. The Department of State (DoS) and DoD elements at the ODC will work together to ensure effective ISPs are developed and maintained as addressed in the 1992 Memorandum of Understanding (MOU) between the DoS and DoD on overseas security support. Any conflicts concerning interpretation of responsibility for information security shall be referred to the Chief of Mission for resolution. The Regional Security Officer (RSO) shall be the focal point at each Foreign Service Post (FSP) to ensure compliance with security requirements. DoD 5200.1-R, Information Security Program; and ED 25-5, Information Assurance, govern the development and execution of ODC ISPs. Individual ODC ISPs shall provide direction on control and storage of classified, emergency planning, program training requirements, and security incident report procedures.

d. Sensitive Compartmented Information (SCI). SCI billet administration, access and certification is governed by ED 25-3, Sensitive Compartmented Information Access Management Administration, SCI Access Certification. The ECJ4 Security Manager manages all SCI billet assignments. Prospective ODC Chiefs will initiate SCI Clearance requests as soon as practical by contacting ECJ4-MS at DSN 430-5414 (Fax: DSN 430-7363) or commercial (49) 711-680-5414.

e. Limited Access Authorization. ODC Chiefs are required to ensure that Limited Access Authorization is provided to individuals who meet the basic requirements identified in ED 25-6. ED 25-6 also provides policies and procedures for obtaining Limited Access Authorization.

f. Operations Security (OPSEC). ODC Chiefs are required to implement and maintain an OPSEC program. ED 55-9, Operations Security, governs ODC OPSEC.

g. Physical Security and Antiterrorism/Force Protection (AT/FP) Programs. The DoS and DoD work together to ensure effective ODC Physical Security and AT/FP programs are developed. This arrangement is addressed in a Memorandum of Understanding (MOU) between the DoS and DoD. The Regional Security Officer (RSO) is the focal point at each Foreign Service Post to ensure compliance with security requirements.

(1) ODC Chiefs will establish liaison with the RSO upon arrival at their post. ODCs are required to publish a Physical Security SOP in addition to initiating a Physical Security and AT/FP Enhancement program. This area of ODC operations is a function of command and will require emphasis on a daily basis. Additional Physical Security assistance is available from HQ USEUCOM in the form of survey and technical assistance team visits, which can be requested from the HQ USEUCOM Special Assistant for Security Matters through the ECJ4-ID International Program Manager. If circumstances warrant, additional operating funds are available. Family members must be included in all security programs designed to increase awareness and understanding of the threat. DoD 5200.8-R, Physical Security Program, and DoD O-2000.12-H, Protection of DoD Personnel and Activities Against Acts of Terrorism and Political Turbulence, are the base directives governing the development and execution of ODC Physical Security and Antiterrorism programs.

(2) All TDY personnel supporting ODC activities must be in compliance with all EUCOM AT/FP and RSO security requirements. The ODC will ensure all newly assigned ODC members and TDY personnel receive a security briefing within 24 hours of arriving in country.

h. Domicile to Duty Transportation (DTDT). ODC Chiefs will examine DTDT requirements carefully. Justification for DTDT must be based upon the determination that a valid terrorist threat exists and that furnishing government transportation will provide protection not otherwise available. ECSM must concur with the need for DTDT. Once authorization is granted, renewal must be conducted quarterly. AR 1-75/OPNAVINST 4900.31G/AFR 400-45 provides more details.

18. **Classification Authority**. See DoD Regulation 5200.1R, Information Security Program.

19. **Information Systems Management**.

a. ODC Communications Support. ODCs will not usually be provided with U.S. military communications personnel and equipment for direct communications support; however, ODCs may be authorized to use nearby U.S. military communications facilities. ODCs should maximize the use of available DoS, DoD, and commercial communications facilities (leased or toll). Cryptographic services are usually provided by the DoS (local Embassy) communications personnel. The ODC Chief should report inadequate communications support via message to USCINCEUR//ECJ4-ID//, info ECJ6-S. Such reports should provide sufficient detail to support remedial action. Initial inquiries should be made to ECJ4-ID Support Branch at DSN 430-7479 (Fax DSN 430-7400) or commercial (49) 680-7479.

b. Priority of Communications Mode. Until replaced by the Defense Messaging System (DMS), the AUTODIN messaging system is the primary means for communications of a directive or tasking nature. E-mail, mail, facsimile and courier services may be used as coordination tools and as backups to the messaging system. During emergencies, the use of any available means of communications is justified, including the use of available U.S. shipping facilities, military aircraft, and allied military communications.

c. Financing Leased Commercial Facilities. Instructions for the financing of leased commercial facilities or for commercial toll charges (telephone and telegraph) are contained in DoS Foreign Affairs Manual (FAM), Volume 4, Appendix B. Budgeting for the annual cost for commercial facilities is the responsibility of the ODC Chief.

d. Authorized Use of Information Systems. Use of government computers by ODC personnel will be in accordance with SM 100-3, Authorized Use of Government Computer Networks. This memorandum defines policy and gives specific examples of what is allowed and what is not when using government owned computer systems.

20. Official Travel.

a. Intra-Theater ODC Travel. ED 5-4, Granting Travel Clearance for official Travel Visits To and Within the USEUCOM Area, applies for intra-theater ODC travel. ODC Chiefs may perform official travel within their host countries without concurrence from or notification to HQ USEUCOM. However, ODC Chiefs are required to notify HQ USEUCOM/ECJ4-ID when they will travel out of country as described in Section 21 (b) of this document.

b. Travel Aboard ODC/Mission Aircraft. Eligibility for travel aboard ODC/Mission aircraft will be determined IAW DoD Regulation 4515.13.R, Air Transportation Eligibility. Requests for travel aboard ODC aircraft by family members of ODC/Mission personnel (outside the ODC/Mission Chief's sphere of accreditation, for EML Program travel, and space available travel when accompanied by sponsor in ordinary leave status) will be sent to USEUCOM/ECJ4 for review prior to being forwarded to the appropriate approval authority.

c. Authorization of ODC Subordinate Member Travel. ODC Chiefs may authorize subordinates official travel outside the host country, given receipt of appropriate country clearance(s) for intra-theater travel.

d. Travel with Foreign Dignitaries. Occasionally, the ODC Chief or designated representative is required to accompany host country officials to CONUS, which prevents use of U.S. flag carriers. Exception is granted under JTR Volume 1, Paragraphs M2150 and M2152, and JTR Volume 2, Paragraphs C2204 and C2206. A certificate or memorandum justifying the use of foreign flag carrier must be kept on file and a copy appended to the individual travel voucher.

21. **Leaves of Absence.**

a. The ODC Chief will formally designate the member occupying the next senior position within the ODC as the acting Chief to serve in the Chief's absence. Either the ODC Chief or the acting Chief will be available for duty at all times. Under unusual circumstances, requests for exception to policy will be sent to USCINCEUR//ECJ4-ID//.

b. USCINCEUR/ECJ4-ID is the approval authority for all ODC Chief leave as well as ODC Chief official travel outside the area of his or her official accreditation. Requests for approval of travel outside the ODC area of official accreditation should be forwarded to ECJ4-ID no later than eight working days prior to departure. Approval must be obtained before departure and must be filed with the resulting travel voucher. These requests may be processed via message, fax or email through the International Program Manager in ECJ4-ID as directed in paragraph 23d below.

c. Procedures for Emergency Leave. Emergency Leave for the ODC Chief will be considered automatically approved. However, a priority message containing information requested in paragraph 23d will be sent to ECJ4-ID.

d. Leave of Absence. All leaves of absence will be processed in accordance with applicable Military Department policies and regulations. Advance leave may be authorized to permit service members, particularly reservists, to take leave that would be accrued during their tour of temporary duty with JCTP/ODC. Leave will not be approved for reserve component personnel at the end of their active duty tour.

e. Administrative Processing of Leave Documents. When leave is granted for travel, within or outside the host country, ODC Chiefs will ensure that leave orders, identification documents, immunization certificates, and any other documentation has been obtained for the principal and all accompanying family members. The ODC Chief will ensure that travel documents are prepared in accordance with U.S. military regulations and that they meet the individual requirements of the country or countries visited or transited.

22. **Uniforms for ODC Personnel.** Military members assigned ODC duty are required to possess appropriate Service uniforms. Unless the Chief of the U.S. Diplomatic Mission objects, appropriate military uniforms will be worn by ODC personnel during official greetings, JCTP activities, briefings, and during other official associations with prominent U.S. military officials who usually wear the Service uniform. If no prominent U.S. military officials are present, ODC personnel will follow the guidance published by the Chief of the U.S. Diplomatic Mission. All ODC personnel will wear the HQ USEUCOM Staff Identification Badge in accordance with EUCOM Staff Memorandum 30-37.

23. **Reports Management Program**. A reports management program will be conducted. The following list of reports are specifically identified:

a. Significant Activity Report (SAR). ODC Chiefs will submit a monthly SAR message to USCINCEUR//ECJ4// no later than seven working days after the end of the reporting month. The message should not exceed five pages and contain the following:

(1) Summary,

(2) Key Issues and Significant Events,

(3) Personnel/Resources/Logistics (including a list of prospective gains/losses (60 days out), rating scheme changes, approved ODC Chief leave, upcoming evaluation close-out dates and award submission suspenses),

(4) Way Ahead (upcoming events for the next 60 days),

(5) Chief's Comments (issues of specific concern to USEUCOM, to include issues needing ECJ4 or staff action to complete and identification of individuals/organizations which have provided outstanding support to the ODC), and

(6) Message Point of Contact.

b. 5-Year Plan. The ODC Chief will produce an annual 5-Year Plan that details the ODC vision for success in addition to planned and desired outcomes and objectives. Each ODC will submit their 5-Year Plan to ECJ4-ID by 15 February.

c. Annual Statement of Assurance. ODC Chiefs will draft and submit their Annual Statement of Assurance to the ECJ4-ID SIAP Manager by 15 September each year. These statements are supporting documents for the ECJ4 Director's Annual Statement of Assurance and serve as the ODC Chief's written affirmation that he/she has processes in place to ensure mission accomplishment with minimal loss or misuse of resources. Key to ensuring these processes are in place is the ODC Chief's annual program self-assessment and ECJ4-ID Staff Inspection and Assistance Program. See the ODC Handbook for further guidance.

d. Leave and Out-of-Country Travel Requests. ODC Chiefs will request approval from HQ USEUCOM/ECJ4-ID of all leave and out-of-country travel, including dates of travel, itinerary, and identification (name, rank, service) of acting ODC Chief during absence. All TDY requests will be in accordance with the guidelines established in EUCOM SM 30-1. These requests should be sent via message, fax, or email through the appropriate ECJ4-ID International Program Manager not later than eight working days prior to departure. The International Program Manager will forward the request to the ECJ4-ID Deputy Chief with a brief explanation of the TDY/Leave and, upon approval, pass the request to Support Branch for processing. A copy of the approval shall be attached to the office file copy of the travel voucher.

e. Positions of Prominence and Influence Report. ODC Chiefs are required by DSCA to submit a report identifying by name and other data all former international military students who have risen to positions of prominence and influence in their own country. Detailed guidance on this requirement, including format and frequency, will be provided to all ODCs.

f. Endangered U.S. Personnel Report. The Arms Export Control Act (AECA), Section 21 (c), as amended, requires: "a report to Congress within 48 hours of the existence or change in status of significant hostilities or terrorist acts or a series of such acts that may endanger American lives and property involving a country in which U.S. personnel are performing Defense services under the AECA and Foreign Assistance Act (FAA)." Telephone or radio contact with HQ USEUCOM Command Center should be made prior to releasing the required message provided it does not delay transmission beyond the 48-hour report requirement.

g. Personnel Reports. ODC Chiefs will provide the information requested on the ECJ4-IM data collection sheet for inbound reporting personnel to ECJ4-ID Support Branch within four days of the member's reporting date. ODC Chiefs will also provide notice to ECJ4-ID Support Branch of personnel reassignment 90 and 60 days prior to the projected departure date, to include the member's new unit, departure date, pending awards, and forwarding and leave addresses. A final notice with this information will also be forwarded to ECJ4-ID Support Branch after the member departs.

24. **Public Affairs (PA).** The ODC Chief has an important public affairs role and must establish an exceptional relationship with the Chief of Mission, the Country Team, and the host nation's Ministry of Defense officials.

a. The U.S. Embassy Public Affairs Officer should provide the ODC Chief and USEUCOM Public Affairs (ECPA) with in-country points of contact for the local Ministry of Information or its counterpart and any local, national, or international media in the area. He or she should also provide guidance for any host nation sensitivities regarding outstanding issues.

b. ECPA is responsible for providing public affairs guidance for U.S. military operations in countries in the USEUCOM AOR. ECPA and the American Embassy PAO must be contacted immediately for any significant issues relating to U.S. military personnel or operations in the host country. ECPA will coordinate any required U.S. military public affairs response with the local embassy or consulate and the Department of Defense (OASD-PA) as appropriate.

c. ODCs should ensure they are on distribution for HQ USEUCOM Public Affairs directives. Overall public affairs policy guidance is contained in ED 15-1, [Public Affairs] Organization and Policies.

25. **Enhanced Morale, Welfare and Recreational (MWR) Standards.** The following standards outline enhanced Morale, Welfare and Recreational (MWR) programs designed to enhance the quality of life for HQ USEUCOM Security Assistance (SA) personnel:

a. General Morale, Welfare and Recreation.

(1) ODC operating funds. ODC operating funds may supplement unit funds in those ODCs where adverse environmental conditions exist. Guidelines for the use of ODC funds for MWR purposes are found below.

(2) Environmental and Morale Leave (EML). EML is leave granted at overseas installations where environmental conditions require special arrangement for leave in more desirable locations at periodic intervals. EML is authorized for the service member and dependents under ED 35-2 and DoD Directive 1327.5 (Leave and Liberty) subsection 6.19. Funding is from the ODCs operating budget and should be budgeted for annually, based on locally developed EML travel projections. Personnel on one-year tours or within six months of rotation are not eligible for EML unless a waiver is obtained from ECJ1. Funded EML travel can only be taken from the member's duty station, not from a TDY location. There are two types of EML, Unfunded EML (UEML) and Funded EML (FEML).

(a) Unfunded EML. UEML is a benefit which utilizes military airlift to provide relief by allowing those eligible to travel on DoD owned and operated aircraft at a higher Space-Available priority while traveling on EML orders. EUCOM UEML locations are listed in ED 35-2.

(b) Funded EML. FEML is a benefit that utilizes commercial transportation to provide relief for personnel assigned to EML locations that do not have scheduled military airlift. EUCOM FEML locations are listed in ED 35-2.

(3) MWR equipment procured via Country Case or Assistance-in-Kind (AIK) funds. MWR equipment procured for TAFTs/MTTs via country case, or Assistance-in-Kind (AIK) funds for TAFTs/MTTs and the ODC, is host nation property and must be accounted for using the same procedures as for equipment purchased with ODC operating funds.

(4) ECJ4-ID will issue an annual budget call to ODCs to support a fitness program funded through USAREUR. This budget call will provide details regarding funding for exercise equipment and memberships in local fitness centers.

b. Enhancement Program Categories.

(1) Category I: Programs that include the use of recreational equipment for shared use among the SA community outside individual living areas.

(2) Category II: Programs that include the use of recreational or entertainment equipment intended for primary use in quarters living areas.

(3) Category IIA: Programs that include those ODCs (located in Types 3, 4 and 5 countries) as defined in reference (n) where limited or very little cultural or recreational activity is available outside the home; or where security is of such concern that the bulk of off-duty time is spent in either individual quarters or quarters of friends and colleagues.

(4) Category IIB: Programs that include those ODCs located in all other countries (Types 1 and 2) are defined in reference (n).

(5) Category III: Programs that include equipment or privileges (such as memberships in community or recreational organizations) generally restricted by regulation and requiring waivers from this Headquarters and/or DSCA (reference (q) applies).

c. Definitions.

(1) Expendable: Items that are consumed during normal usage, and unit priced less than \$100 dollars. Some office furniture under \$300 dollars in value is also included.

(2) Durable: This category consists normally of hand tools. Hand receipt control is required for hand tools but not Property Book control.

(3) Non-expendable: Items that are not consumed in use and that retain their original identity. These items must be authorized in a Common Table of Allowance (CTA) or the unit Joint Table of Allowance (JTA) and accounted for on the organization's Property Book.

d. Procedures for Requesting MWR Enhancements.

(1) Each ODC should prioritize MWR enhancements in categories I, II, IIA, IIB and III for yearly submission to HQ USEUCOM, ECJ4-ID. The ODC must forward the request to USCINCEUR//ECJ4-ID//, prior to obtaining funding authorization under this program. Funds must be obligated during the fiscal year for which the equipment is requested.

(2) Each item requested under this program should include detailed justification, perceived benefit, proposed use (frequency/availability), total local purchase cost (if applicable), shipping costs, etc.

(3) All requests, regardless of category will be evaluated on a case-by-case basis. Acquisition of expendable items may be locally approved by the ODC.

(4) ODCs must receive approval from ECJ4-ID prior to requisitioning an item not listed on the CTA or on the ODCs JTA. Submit JTA change requests IAW reference (q) to USCINCEUR//ECJ4-ID//. JTA change requests will be made at the same time as the MWR enhancement request.

(5) Equipment acquired for TAFTs and MTTs through Country Case Funds (CCF) or as Assistance-In-Kind (AIK) for an ODC becomes the property of the host nation and must be

accounted for using the same, but separate, property book procedures as for direct funded equipment. Repair, operation, security, and prevention of abuse becomes the responsibility of the current user and falls under the overall control of the ODC Chief. Once the case is "complete" the property transfers to the host nation.

(6) MWR equipment purchased with SA or Country Case Funds may be shared with other USG mission personnel provided reciprocity is given to ODC personnel on MWR items of their own respective organizations. MTT/TAFT personnel should not be counted to justify SA purchased items/privileges.

(7) The ODC Chief should establish internal procedures for the safe and effective operation and control of MWR equipment. All ODC personnel should have equal access to community-shared equipment, facilities, tape libraries, etc.

e. Criteria for Acquisition of Category I Equipment. Category I equipment requests will be approved on a case-by-case basis depending on local environmental and recreational conditions.

f. Criteria for Acquisition of Category II Equipment.

(1) Audio High Fidelity Components. Adequate high fidelity audio equipment compatible with host nation electrical systems is available for purchase by ODC members at their personal expense. Except under unusual circumstances, ODC funds will not be expended for these items.

(2) American Forces Network (AFN) Satellite Broadcast Equipment. With the termination of the AFN Mini-TV service, ODC personnel must now purchase AFN satellite broadcast antennas, receivers, and decoders from AAFES to obtain English-language TV and radio service. OMA funds may be used to purchase equipment necessary to receive AFN satellite broadcasts only for ODC office use. OMA funds may not be used to purchase such equipment as MWR equipment for use in personnel quarters. Host nation permission to receive such broadcasts must be obtained prior to requesting purchase of AFN satellite receiver/decoder equipment. Embassy permission is also necessary if the ODC is collocated with the mission.

(3) Sixteen-millimeter movie projectors. Sixteen-millimeter films are available from AAFES or other sources. The ODC is authorized to place two movie projectors on the Joint Table of Allowances (JTA). One additional projector is authorized in the ratio of one projector per 20 persons assigned.

(4) Videocassette Recorder (VCR) and compatible television sets. Most VCRs purchased in CONUS are 60 Hz capable and may not be convertible to 50 Hz as required for European, Middle East, and African electrical systems. Additionally, four different color systems are used in the USCINCEUR area: NTSC 3.38 (US and AFN-TV); NTSC 4.48 (Middle East unique); SECAM (Greece and some Middle East countries); and PAL

(Continental Europe plus many Middle East and African nations). If VCR and TV's are included in MWR enhancement packages, equipment compatible with NTSC 3.38 and local TV broadcasts and/or tape availability should be selected. Authorized criteria:

(a) Cat IIA: One VCR/TV combination for each ODC quarters or one VCR/TV combination for each two military members dependent upon local conditions. Justification should be included in locally developed ODC quality of life enhancements plan.

(b) Cat IIB: Generally not recommended unless unique local circumstances exist: APO restrictions on AAFES catalog items, lack of access to reasonably priced equipment, etc. which merit acquisition by SA funds. Justification should be included in locally developed quality of life enhancements plan.

(5) Videocassette Library. Many Embassies provide videocassettes through the Joint Administrative Office (JAO) or an informal U.S. Government employee association that provides cassettes at nominal fees. Local videocassette rental may also be available. Use of existing library services is encouraged. Should sufficient videocassettes not be available locally, you may request funding for a videocassette ODC Library. Each ODC will establish local control procedures (with a copy submitted to this headquarters) that will safeguard the copyright of commercially procured pre-recorded videocassettes.

g. Criteria for Acquisition of Category III Privileges. MWR activities such as memberships in social and recreational clubs can be financed with appropriated and nonappropriated funds of the military department operating the activities in which ODC personnel participate. (Such activities cannot be funded with ODC operating funds.) With justification, HQ USEUCOM, ECJ4-ID, can authorize such memberships for hardship locations where entertainment or alternative recreational opportunities are extremely limited or nonexistent. Authorizations will be given on a case-by-case basis and usually will be restricted to Type 5, Category IIA locations. Memberships must be in the name of the organization and not tied to a specific individual.

h. Quality of Life Approval Authority. HQ USEUCOM, ECJ4-ID, in coordination with HQ USEUCOM, ECJ1-PM and ECCM-B, is the approving authority for isolated ODC quality of life enhancements.

i. ODC Budgeting/Funding Requirements. ODCs will include approved quality of life requirements in the next budget submission to HQ USEUCOM. Funding will be provided as either part of regular quarterly grant authority or included in year-end funding.

26. Trade Show Policy.

a. The determination for the type of participation, direct or indirect, is made by SECDEF. Each show is judged individually as to the security interests served by U.S. participation. Indirect and direct participation are defined as follows:

(1) Indirect participation. Active participation in formal programs at trade shows is prohibited. This includes presenting speeches or acting as formal representatives of the U.S. Government. Personnel attending shows should avoid all actions that promote or may appear to promote arms sales. All costs associated with DoD involvement must be reimbursed at no cost to the government. Equipment desired by industry must be leased and shipped to the show site at the contractor's expense.

(2) Direct participation. Active support and participation is authorized. Authorized DoD support activities include: transportation of aircraft and other equipment to the show; providing military personnel for manning equipment and display booths; provision of security; provision of display booths highlighting new developments in U.S. defense technology; and exploration of cost sharing arrangements with contractors/industrial associations to help defray costs. ODC Chiefs participating in trade shows where Direct DoD participation is required must ensure their Ambassador's request for their participation is released at least seven months prior to the event.

b. As DoD guidance and oversight of its participation in international trade shows are rigorous, ODC Chiefs are cautioned not to be overly optimistic upon receiving requests from the country team or host nations for direct DoD participation in new shows. Chiefs should not assume USEUCOM or SECDEF will automatically approve requests for direct DoD participation.

c. USEUCOM personnel participation/attendance policy is defined as follows:

(1) Security assistance personnel may attend subject shows in leave status, if desired. ODC representatives will be allowed to attend trade shows in an official capacity providing:

(a) Their attendance will improve the performance of assigned functions resulting from observing material on display and learning from host country personnel about their respective programs.

(b) Their host government is involved in the actual/potential selection/purchase of major weapon systems.

(c) The ODC attendees have the technical expertise necessary to discuss weapon systems with host nation officials.

(d) Attendees will escort host country officials, if possible.

d. Requests for attendance must be submitted for approval to USCINCEUR//ECJ4-ID//. When submitting requests for attendance, proposed attendees must clearly justify the value to future host nation procurement. Requests will also include activities and weapons systems to be observed, names of host country personnel who will also attend, and travel arrangements. Exceptions to the above guidance will be considered on a case-by-case basis. Requests for

more than two ODC representatives to attend a trade show will be approved by ECJ4 and the DoD on-scene commander.

27. Joint Contact Team Program (JCTP). Some ODCs have this additional Security Cooperation tool focusing on conducting host nation (HN) familiarization. The Bilateral Affairs Officer, typically a billet filled by the National Guard Bureau, may be primarily responsible for the execution of this program under the oversight of the ODC Chief. All subject matter discussed within JCTP must be unclassified and in support of the Five Year Plan. Used effectively, JCTP can provide a seamless linkage between familiarization and other ODC activities.

a. Events. The ODC will be involved in the planning and execution of four types of JCTP events: Traveling Contact Teams, Familiarization Visits, Shadows, and Exchanges.

(1) Traveling Contact Team (TCT). A TCT event involves U.S. military or Department of Defense (DoD) civilian Subject Matter Experts (SMEs) in a planned event area of interest traveling into the host country. The TCT members present briefings or discussions in their area of expertise with the HN audience. This could also be conducted as part of a Defense Attaché coordinated ship visit to the HN port.

(2) Familiarization Visit (FAM). A FAM event involves sending HN personnel to a U.S. installation or activity in the United States or Europe to observe forces in action within their area of interest. The FAM members gain first hand knowledge of how another country or expert operates. This could also be conducted as part of a Defense Attaché coordinated ship visit to the HN port.

(3) Shadow Visit. A shadow visit event is similar to a FAM. In this case one HN person travels to a location where they observe their counterpart in actual operations. The goal is for the visitor to work and assist their counterpart with the operations. Shadow visit participants must have an excellent command of the English language validated by English Language proficiency exams.

(4) Exchange. An exchange event is conducted (usually for a 30 day period) such that a HN military representative literally exchanges duty positions with a U.S. Soldier, Sailor, Airman, or Marine. The U.S. participant will go first for up to 14 days, and the HN participant will travel to the US location for up to 30 days.

b. Joint Contact Team Program Annex D to the ODC 5-Year Plan is the foundation for all JCTP events. Initiated or updated annually, it directly ties together the goals and objectives of CINC EUCom, the HN, and the U.S. Ambassador. Under each stated objective it identifies all events and general subjects required to complete that objective within 1-2 years. As part of his/her planning efforts, the ODC will seek to minimize duplication of effort with in-country U.S. Agencies and other Nations.

c. Concept Sheets are the primary document used by the JCTP to perform its mission. Developed in coordination between the ODC and HN, each concept sheet expands the general events from the CWP into the required specifics, including event duration, purpose, content, target audience, subject matter expert, etc.

d. Event execution, in order to be successful, requires extensive coordination between the HN, ODC, JCTP and US POC. Specific techniques and procedures are identified within the ODC Handbook.

e. Post Event Critiques will be used by all ODCs in order to measure event effectiveness and gain feedback for follow-on event content refinement. All HN and US event participants/POCs will complete event critiques, which will be reviewed frequently by ODCs. Specific details and critique examples are discussed in the ODC Handbook.

28. **Audit Programs, Reporting, and Command Inspections.** Periodically, ODCs may be scheduled for special audits by the U.S. General Accounting Offices (GAO), the DoD Inspector General (IG) or the State Department IG. ED 50-5, Relationships With External Audit Agencies, prescribes ODC/audit relationships and outlines actions required of ODCs in connection with these audits. The HQ USEUCOM Comptroller is the audit liaison officer for external audits.

a. Type of Audits and Inspection Agencies. The ODC is subject to several types of audits and inspections. The General Accounting Office (GAO) conducts periodic investigations and develops reports for Congress. The DoD Office of the Inspector General has a broad responsibility and may elect to conduct audits of ODCs. Specific guidance pertaining to audits and inspections is contained in ED 50-5 and the SAMM.

b. USEUCOM Inspections. The USEUCOM Inspector General (IG) and ECJ4-ID conduct regular inspections of the ODCs using the HQ USEUCOM Command Inspection Guide for Offices of Defense Cooperation. The focus of these inspections is regulatory compliance with the added intent of assisting the ODC to accomplish their mission more effectively. For further guidance refer to the ODC Handbook.

c. ECJ4-ID ODC Event Appraisals. J4-ID International Program Managers and JCTP Program Managers may conduct focused in-country event appraisals in order to gain first hand knowledge of ODC mission effectiveness and provide assistance to the ODC. Appraisals are unannounced and the appraising officer is required to complete a detailed after action report. For further guidance refer to the ODC Handbook.

d. Internal Management Control Program (IMCP). The IMCP program was established as a part of the 1982 Federal Manager's Financial Integrity Act and is implemented by Office of Management and Budget (OMB) guidelines and General Accounting Office (GAO) standards. It is reinforced by a high profile DoD Inspector General (IG) inspection program. Federal managers at every level are charged to implement controls and maintain a documented program to protect government property, funds and other assets from fraud, waste, misuse, or

misappropriation. Within EUCOM, the program is implemented by ED 50-8, Internal Management Control Program. Guidance contained in this ED simplifies the administrative process for the ODC and meets program requirements. Important elements for the ODC Chief to remember include the Annual Statement of Assurance due by 15 September each year.

29. **Staff Assistance Visits (SAV)**. ODC Chiefs may request ECJ4 personnel provide on-site assistance in any ODC mission area. For further guidance refer to the ODC Handbook.

FOR THE COMMANDER:

OFFICIAL:

JOHN B. SYLVESTER
Lieutenant General, USA
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LTC. USA
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Appendix
A - References

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Appendix A

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